

SCHEDULE 1: RESOURCES AND EXPENDITURES BY FUND
(In Thousands of Dollars)

	Resources					Appropriations					
	Beginning Fund Balances	Revenue	Recovery	Fund Transfer		Total	Operating	Capital	Lease Purchase & Debt Service	Total	Restricted Fund Balances
				To	From						
General Purpose Funds:											
General	\$58,021	\$203,154	\$2,250	\$594,171	\$103,138	\$754,458	\$751,165	\$3,293	—	\$754,458	—
Excise	—	777,943	—	—	777,943	—	—	—	—	—	—
Parks and Recreation	—	11,196	—	74,471	—	85,667	85,667	—	—	85,667	—
Library	—	988	—	28,902	—	29,890	29,690	200	—	29,890	—
Cable Communications	—	7,702	—	—	2,112	5,590	5,590	—	—	5,590	—
City Improvement	—	—	—	17,152	—	17,152	—	—	17,152	17,152	—
Total General Purpose Funds	\$58,021	\$1,000,983*	\$2,250	\$714,696	\$883,193	\$892,757	\$872,112	\$3,493	\$17,152	\$892,757	—
Special Revenue Funds:											
Neighborhood Protection - Police	—	(10)	—	16,313	—	16,303	16,303	—	—	16,303	—
Neighborhood Protection - Fire	—	(10)	—	5,826	—	5,816	5,816	—	—	5,816	—
Neighborhood Protection - Block Watch Grants	189	99	—	1,165	—	1,453	1,200	—	—	1,200	253
Parks and Preserves	16,468	2,615	100	23,304	—	42,487	85	42,402	0	42,487	—
Transit 2000	77,727	24,368	500	93,211	818	194,988	77,975	67,896	—	145,871	49,117
Court Awards	335	3,246	—	—	—	3,581	3,581	—	—	3,581	—
Development Services	15,560	37,660	—	—	3,763	49,457	38,336	24	—	38,360	11,097
Capital Construction	14,869	1,000	—	18,300	—	34,169	120	33,720	—	33,840	329
Sports Facilities	7,991	300	—	12,779	231	20,839	8,891	2,567	—	11,458	9,381
Arizona Highway User Revenue	31,280	110,490	650	—	—	142,420	28,409	83,060	30,951	142,420	—
Local Transportation Assistance	360	7,387	—	—	—	7,747	7,263	—	—	7,263	484
Regional Transit	2,751	9,949	—	—	—	12,700	9,573	—	—	9,573	3,127
Community Reinvestment	5,588	2,343	—	—	—	7,931	142	3,735	—	3,877	4,054
General Obligation Bond Interest and Redemption	100	94,984	—	—	—	95,084	—	—	94,984	94,984	100
Other Restricted Funds	7,831	6,195	—	—	—	14,026	7,368	170	—	7,538	6,488
Total Special Revenue Funds	\$181,049	\$300,616	\$1,250	\$170,898	\$4,812	\$649,001	\$205,062	\$233,574	\$125,935	\$564,571	\$84,430
Enterprise Funds:											
Aviation	56,187	219,924	—	—	5,082	271,029	195,456	30,030	11,476	236,962	34,067
Water	117,730	235,387	—	—	14,766	338,351	185,217	52,389	27,805	265,411	72,940
Wastewater	51,715	133,685	—	—	8,445	176,955	113,027	22,976	10,472	146,475	30,480
Solid Waste	20,906	96,414	—	—	4,836	112,484	81,684	5,565	7,343	94,592	17,892
Civic Plaza	27,336	11,465	—	38,199	2,155	74,845	46,707	3,625	—	50,332	24,513
Golf Course	91	7,881	—	—	235	7,737	7,737	—	—	7,737	—
Total Enterprise Funds	\$273,965	\$704,756	—	\$38,199	\$35,519	\$981,401	\$629,828	\$114,585	\$57,096	\$801,509	\$179,892
Federal Funds:											
Public Housing	20,561	67,555	—	—	269	87,847	87,296	—	551	87,847	—
Human Services	—	44,021	—	—	—	44,021	44,021	—	—	44,021	—
Community Development	—	25,538	—	—	—	25,538	23,571	1,967	—	25,538	—
HOPE Grants	—	7,786	—	—	—	7,786	—	7,786	—	7,786	—
Criminal Justice Grants	—	8,081	—	—	—	8,081	8,081	—	—	8,081	—
Other Federal Grants	—	15,789	—	—	—	15,789	14,343	1,446	—	15,789	—
Total Federal Funds	\$20,561	\$168,770	—	—	\$269	\$189,062	\$177,312	\$11,199	\$551	\$189,062	—
GRAND TOTAL	\$533,596	\$2,175,125	\$3,500	\$923,793	\$923,793	\$2,712,221	\$1,884,314	\$362,851	\$200,734	\$2,447,899	\$264,322

*Includes restricted taxes transferred to Neighborhood Protection, Parks and Preserves, Transit 2000, Capital Construction, Sports Facilities, and Civic Plaza Funds. Resulting net General Purpose Funds are \$791.9 million as shown on Schedule 2.

SCHEDULE 2: REVENUES BY MAJOR SOURCE
(In Thousands of Dollars)

Revenue Source	2001-02 Actuals	2002-03 Estimate	2003-04 Budget	Increase/(Decrease) From 2002-03 Estimate	
				Amount	Percent
GENERAL PURPOSE FUNDS					
Local Sales Taxes and Related Fees	\$317,156	\$323,229	\$339,226	\$15,997	4.9%
State-Shared Revenues					
State Sales Tax	102,211	104,620	109,538	4,918	4.7
State Income Tax	137,787	140,606	117,517	(23,089)	(16.4)
Vehicle License Tax	45,843	49,700	53,900	4,200	8.5
Subtotal	\$285,841	\$294,926	\$280,955	\$(13,971)	(4.7)%
Primary Property Tax	61,818	65,478	76,915	11,437	17.5
User Fees/Other Revenue					
License & Permits	2,569	2,530	2,565	35	1.4
Cable Communications	6,252	6,894	7,702	808	11.7
Fines & Forfeitures	14,577	16,827	17,225	398	2.4
Court Default Fee	571	610	635	25	4.1
Engineering & Architectural Services	3,779	1,816	2,227	411	22.6
Fire Emergency Transportation Services	18,166	20,726	21,009	283	1.4
Hazardous Materials Inspection Fees	312	1,000	1,000	—	—
Library Fees	963	974	988	14	1.4
Parks & Recreation	4,128	3,829	3,957	128	3.3
Planning	2,211	2,613	2,771	158	6.0
Police	11,982	12,014	11,922	(92)	(0.8)
Street Transportation	2,338	2,388	2,245	(143)	(6.0)
Other Service Charges	18,840	16,445	19,038	2,593	15.8
All Others	1,317	1,506	1,506	—	—
Subtotal	\$88,005	\$90,172	\$94,790	\$4,618	5.1%
Total General Purpose Funds	\$752,820	\$773,805	\$791,886	\$18,081	2.3%

SCHEDULE 2: REVENUES BY MAJOR SOURCE (Continued)
(In Thousands of Dollars)

Revenue Source	2001-02 Actuals	2002-03 Estimate	2003-04 Budget	Increase/(Decrease) From 2002-03 Estimate	
				Amount	Percent
SPECIAL REVENUE FUNDS					
Neighborhood Protection	\$22,196	\$22,282	\$23,383	\$1,101	4.9%
Parks and Preserves	22,081	23,001	25,919	2,918	12.7
Transit 2000	115,212	115,212	117,579	2,367	2.1
Court Awards	1,995	2,841	3,246	405	14.3
Development Services	38,098	37,490	37,660	170	0.5
Capital Construction	20,816	18,700	19,300	600	3.2
Sports Facilities	11,709	13,651	13,079	(572)	(4.2)
Arizona Highway User Revenue	105,238	105,950	110,490	4,540	4.3
Local Transportation Assistance	7,499	7,387	7,387	—	—
Regional Transit Revenues	8,260	10,429	9,949	(480)	(4.6)
Community Reinvestment	2,777	2,378	2,343	(35)	(1.5)
Secondary Property Tax	82,405	89,948	94,984	5,036	5.6
Other Restricted Fees	2,583	5,924	6,195	271	4.6
Subtotal Special Revenue Funds	\$440,869	\$455,193	\$471,514	\$16,321	3.6%
ENTERPRISE FUNDS					
Aviation	196,603	212,860	219,924	7,064	3.3
Water System	236,084	245,043	235,387	(9,656)	(3.9)
Wastewater System	126,098	128,816	133,685	4,869	3.8
Solid Waste	88,221	94,118	96,414	2,296	2.4
Civic Plaza	48,035	47,798	49,664	1,866	3.9
Golf Courses	7,450	7,560	7,881	321	4.2
Subtotal Enterprise Funds	\$702,491	\$736,195	\$742,955	\$6,760	0.9%
FEDERAL FUNDS					
Public Housing	56,885	62,544	67,555	5,011	8.0
Federal Grants	87,290	101,958	101,215	(743)	(0.7)
Subtotal Federal Funds	\$144,175	\$164,502	\$168,770	\$4,268	2.6%
GRAND TOTAL	\$2,040,355	\$2,129,695	\$2,175,125	\$45,430	2.1%

SCHEDULE 3: EXPENDITURES BY DEPARTMENT
(In Thousands of Dollars)

Program	2001-02 Actual	2002-03 Budget	2002-03 Estimate	2003-04 City Council Allowance	Percent Change From 2002-03	
					Budget	Estimate*
General Government						
Mayor	\$1,416	\$1,722	\$1,437	\$1,719	(0.2)%	19.6%
City Council	2,979	3,526	3,143	3,423	(2.9)	8.9
City Manager	1,023	1,097	1,065	1,108	1.0	4.0
Office of Special Assistant City Manager	297	327	322	335	2.4	4.0
Office of Deputy City Manager	253	283	294	309	9.2	5.1
Office of Deputy City Manager	265	287	251	263	(8.4)	4.8
Office of Deputy City Manager	602	780	864	810	3.8	(6.3)
Office of Deputy City Manager	167	197	166	211	7.1	27.1
Office of Deputy City Manager	237	259	257	270	4.2	5.1
City Management Support Services	727	859	638	710	(17.3)	11.3
Intergovernmental Programs	—	1,240	1,206	1,222	(1.5)	1.3
Public Information	1,178	3,490	3,298	3,350	(4.0)	1.6
City Auditor	3,366	2,750	2,548	2,881	4.8	13.1
Equal Opportunity	2,308	3,312	3,233	3,230	(2.5)	(0.1)
Personnel	2,862	15,925	13,784	14,889	(6.5)	8.0
Phoenix Employment Relations Board	13,457	236	221	213	(9.7)	(3.6)
Law	172					
		5,662	4,744	4,860	(14.2)	2.4
Information Technology	—	5,387	5,184	5,718	6.1	10.3
City Clerk and Elections	5,061	7,937	7,014	8,327	4.9	18.7
Finance	5,984	26,335	23,010	24,366	(7.5)	5.9
Budget and Research	8,453	3,172	2,982	3,536	11.5	18.6
Engineering and Architectural Services	23,422	1,648	1,384	1,394	(15.4)	0.7
Total General Government	2,785 (120)	\$86,431	\$77,045	\$83,144	(3.8)%	7.9%
Public Safety						
Police	\$76,894	324,356	327,634	343,424	5.9	4.8
Fire		165,860	166,016	173,926	4.9	4.8
Emergency Management		264	241	241	(8.7)	—
Family Advocacy Center	306,966 155,848	1,069	974	1,028	(3.8)	5.5
Total Public Safety	214 918	\$491,549	\$494,865	\$518,619	5.5%	4.8%
Criminal Justice						
Municipal Court	\$463,946	34,273	31,921	34,055	(0.6)	6.7
City Prosecutor		14,468	14,514	14,933	3.2	2.9
Public Defender		3,923	3,833	3,731	(4.9)	(2.7)
	30,150					
Total Criminal Justice	13,248 3,537	\$52,664	\$50,268	\$52,719	0.1%	4.9%

\$46,935

SCHEDULE 3: EXPENDITURES BY DEPARTMENT (Continued)
(In Thousands of Dollars)

Program	2001-02 Actual	2002-03 Budget	2002-03 Estimate	2003-04 City Council Allowance	Percent Change From 2002-03	
					Budget	Estimate*
Transportation						
Street Transportation	48,257	\$54,415	\$54,054	\$55,520	2.0	2.7
Aviation	133,632	168,604	172,166	184,815	9.6	7.3
Public Transit	101,917	116,845	118,189	125,800	7.7	6.4
Total Transportation	\$283,806	\$339,864	\$344,409	\$366,135	7.7%	6.3%
Community Development						
Development Services	30,405	33,808	31,654	34,754	2.8	9.8
Planning	6,719	8,028	6,446	9,150	14.0	41.9
Business Customer Service Center	894	975	923	857	(12.1)	(7.2)
Housing	55,233	70,261	67,973	86,218	22.7	26.8
Economic Development	10,995	13,041	12,029	11,055	(15.2)	(8.1)
Neighborhood Services	27,357	38,423	28,660	40,096	4.4	39.9
Total Community Development	\$131,603	\$164,536	\$147,685	\$182,130	10.7%	23.3%
Community Enrichment						
Parks and Recreation	80,483	92,090	86,283	91,808	(0.3)	6.4
Library	27,191	30,742	28,900	30,872	0.4	6.8
Golf	7,446	7,678	7,070	7,587	(1.2)	7.3
Human Services	60,564	62,624	70,794	68,906	10.0	(2.7)
Education and Youth Programs	925	1,059	952	949	(10.4)	(0.3)
Historic Preservation	105	330	374	400	21.2	7.0
Phoenix Arts Program	1,505	1,601	1,487	1,480	(7.6)	(0.5)
International and Sister Cities Programs	455	504	477	518	2.8	8.6
Civic Plaza Convention and Theatrical Facilities	42,080	46,082	42,560	44,386	(3.7)	4.3
Sports, Cultural Facilities and Tourism	9,097	9,259	8,632	8,711	(5.9)	0.9
Total Community Enrichment	\$229,851	\$251,969	\$247,529	\$255,617	1.4%	3.3%
Environmental Services						
Water Services	220,881	242,480	240,445	253,164	4.4	5.3
Solid Waste Management	72,379	79,284	76,747	80,355	1.4	4.7
Public Works	18,269	24,052	20,099	21,071	(12.4)	4.8
Environmental Programs	1,119	1,929	1,823	1,878	(2.6)	3.0
Animal Control	1,203	1,488	1,488	1,559	4.8	4.8
Total Environmental Services	\$313,851	\$349,233	\$340,602	\$358,027	2.5%	5.1%
Contingencies	—	\$88,352	—	\$85,075	(3.7)%	100.0+%
GRAND TOTAL	\$1,546,886	\$1,824,598	\$1,702,403	\$1,901,466**	4.2%	11.7%

*The 2002-03 estimate reflects \$22 million in budget reductions.

**Total includes \$17,152,000 in City Improvement lease purchase payments included in department budget allocations.

SCHEDULE 4: EXPENDITURES BY DEPARTMENT
BY SOURCE OF FUNDS INCLUDING BUDGET CHANGES
(In Thousands of Dollars)

Program	Recommended Changes Additions / (Reductions)		2003-04 City Council Allowance	General Purpose Funds	All Other Funds
	2002-03	2003-04			
General Government					
Mayor	(\$96)	(\$96)	\$1,719	\$1,719	—
City Council	(257)	(120)	3,423	3,423	—
City Manager	(26)	(24)	1,108	1,108	—
Office of Special Assistant City Manager	—	(1)	335	335	—
Office of Deputy City Manager	(3)	(2)	309	309	—
Office of Deputy City Manager	(2)	(3)	263	263	—
Office of Deputy City Manager	(3)	(3)	810	12	798
Office of Deputy City Manager	(7)	(12)	211	211	—
Office of Deputy City Manager	(2)	(4)	270	270	—
City Management Support Services	(207)	(133)	710	710	—
HOPE VI Project	—	—	—	—	—
Intergovernmental Programs	(51)	(62)	1,222	1,215	7
Public Information	(169)	(233)	3,350	3,340	10
City Auditor	(142)	(133)	2,881	2,881	—
Equal Opportunity	(73)	(232)	3,230	2,841	389
Personnel	(1,278)	(563)	14,889	14,889	—
Phoenix Employment Relations Board	—	—	213	213	—
Retirement Systems	—	—	—	—	—
Law	(359)	(579)	4,860	4,860	—
Information Technology	(36)	201	5,718	4,654	1,064
City Clerk and Elections	(384)	(394)	8,327	8,327	—
Finance	(1,231)	(1,030)	24,366	22,685	1,681
Budget and Research	(151)	(173)	3,536	3,536	—
Engineering and Architectural Services	(176)	(8)	1,394	1,394	—
Total General Government	(\$4,653)	(\$3,604)	\$83,144	\$79,195	\$3,949
Public Safety					
Police	(4,197)	(5,515)	343,424	314,179	29,245
Fire	(569)	(4,998)	173,926	164,336	9,590
Emergency Management	—	—	241	241	—
Family Advocacy Center	(69)	(33)	1,028	983	45
Total Public Safety	(\$4,835)	(\$10,546)	\$518,619	\$479,739	\$38,880
Criminal Justice					
Municipal Court	(1,052)	(1,634)	34,055	32,327	1,728
City Prosecutor	(294)	(547)	14,933	14,023	910
Public Defender	(108)	(285)	3,731	3,731	—
Total Criminal Justice	(\$1,454)	(\$2,466)	\$52,719	\$50,081	\$2,638

SCHEDULE 4: EXPENDITURES BY DEPARTMENT
BY SOURCE OF FUNDS INCLUDING BUDGET CHANGES (Continued)
(In Thousands of Dollars)

Program	Recommended Changes Additions / (Reductions)		2003-04 City Council Allowance	General Purpose Funds	All Other Funds
	2002-03	2003-04			
Transportation					
Street Transportation	(971)	(760)	55,520	26,975	28,545
Aviation	(16)	1,592	184,815	—	184,815
Public Transit	(330)	(1,344)	125,800	26,907	98,893
Total Transportation	(\$1,317)	(\$512)	\$366,135	\$53,882	\$312,253
Community Development					
Development Services	(490)	(437)	34,754	—	34,754
Planning	(270)	(319)	9,150	9,090	60
Business Customer Service Center	—	(51)	857	467	390
Housing	(9)	(5)	86,218	244	85,974
Economic Development	(283)	(427)	11,055	7,223	3,832
Neighborhood Services	(600)	(791)	40,096	13,792	26,304
Total Community Development	(\$1,652)	(\$2,030)	\$182,130	\$30,816	\$151,314
Community Enrichment					
Parks and Recreation	(3,859)	(3,062)	91,808	86,878	4,930
Library	(1,733)	(1,125)	30,872	30,018	854
Golf	(109)	(290)	7,587	—	7,587
Human Services	(1,107)	(967)	68,906	22,730	46,176
Education and Youth Programs	(46)	(13)	949	704	245
Historic Preservation	(8)	(25)	400	400	—
Phoenix Arts Program	(56)	(80)	1,480	1,235	245
International and Sister Cities Program	(41)	(9)	518	518	—
Civic Plaza Convention and Theatrical Facilities	(1,499)	(1,396)	44,386	3,710	40,676
Sports and Cultural Facilities	—	—	8,711	1,811	6,900
Total Community Enrichment	(\$8,458)	(\$6,967)	\$255,617	\$148,004	\$107,613
Environmental Services					
Water Services	(25)	852	253,164	—	253,164
Solid Waste Management	(3)	1,228	80,355	671	79,684
Public Works	(904)	(583)	21,071	21,071	—
Environmental Programs	(124)	(67)	1,878	1,546	332
Animal Control	—	(149)	1,559	1,559	—
Total Environmental Services	(\$1,056)	\$1,281	\$358,027	\$24,847	\$333,180
Contingencies	—	(\$8,300)	\$85,075	\$22,700	\$62,375
GRAND TOTAL	(\$23,425)	(\$33,144)	\$1,901,466*	\$889,264*	\$1,012,202

*These totals include \$17,152,000 in City Improvement lease purchase payments included in department budget allocations.

SCHEDULE 5: LEASE PURCHASE AND DEBT SERVICE EXPENDITURES
BY PROGRAM AND SOURCE OF FUNDS
(In Thousands of Dollars)

Program	2001-02 Actual	2002-03 Estimate	2003-04 Budget
Aviation	\$ 5,793	\$ 11,618	\$ 11,476
Cultural Facilities	3,055	4,144	4,855
Fire Protection	4,637	4,027	3,158
Freeway Mitigation	1,964	2,012	1,510
Historic Preservation	1,228	1,804	1,321
Information Systems	1,154	2,083	2,337
Libraries	2,737	3,935	4,472
Local Streets / Street Improvements	1,026	429	1,321
Maintenance Service Centers	599	800	587
Major Streets (AHUR)	15,734	12,871	3,471
Municipal Administration Building	1,760	3,366	2,377
Neighborhood Preservation and Senior Services Centers	—	407	1,110
Parks & Recreation / Open Space	9,319	11,987	17,130
Police, Fire and Computer Tech	(82)	2,908	2,685
Police Protection	5,492	2,870	3,528
Public Housing	6,079	6,365	5,524
Wastewater	21,702	10,391	10,472
Solid Waste Disposal	9,185	9,297	7,343
Storm Sewer	19,612	16,694	22,144
Street Light Refinancing	82	82	82
Water	52,857	27,150	27,805
Junior Lien Highway User (AHUR)	16,151	9,421	27,480
Early Redemption Fund	4,082	26,585	21,394
Lease Purchase	19,048	17,739	17,152
Total Program	\$203,214	\$188,985	\$200,734
Source of Funds			
Secondary Property Tax	62,204	89,948	94,984
Aviation	5,793	11,618	11,476
Arizona Highway User Revenue	31,885	22,291	30,951
City Improvement	19,048	17,739	17,152
Public Housing	540	551	551
Solid Waste	9,185	9,297	7,343
Wastewater	21,702	10,391	10,472
Water	52,857	27,150	27,805
Total Source of Funds	\$203,214	\$188,985	\$200,734

SCHEDULE 6: CAPITAL IMPROVEMENT PROGRAM
FINANCED FROM OPERATING FUNDS
(In Thousands of Dollars)

Program	2001-02 Actual	2002-03 Estimate	2003-04 Budget
Arts and Cultural Facilities	\$ 351	\$ —	\$ —
Aviation	29,236	12,219	27,550
Civic Plaza	2,722	3,384	2,813
Economic Development	774	14,916	6,435
Energy Conservation	399	700	1,322
Environmental Program	542	—	—
Facilities Management	201	199	2,570
Historic Preservation	—	25	—
HOPE VI	222	3,557	7,786
Housing	213	440	200
Information Technology	2,333	637	10,911
Libraries	—	—	200
Municipal Facilities	5	—	—
Neighborhood Services	185	881	2,432
Parks, Recreation and Mountain Preserves	16,972	27,192	43,078
Public Transit	51,067	54,027	71,477
Solid Waste Disposal	2,337	1,412	3,929
Storm Sewers	916	1,965	3,900
Streets - Major Streets	38,699	38,141	49,060
Streets - Other Streets	33,475	29,524	42,303
Streets - Traffic Improvement	10,563	11,756	15,749
Wastewater	26,326	15,103	21,371
Water	51,889	63,050	49,765
Total	\$269,427	\$279,128	\$362,851
Source of Funds			
General Purpose Funds	—	210	3,493
Parks and Preserves	16,172	26,275	42,402
Transit 2000	45,799	53,707	67,896
Development Services	536	39	24
Capital Construction	21,313	23,481	33,720
Sports Facilities	188	5,050	2,567
Parks Monopole Revenue	169	185	170
Arizona Highway User Revenue	58,844	57,537	83,060
Community Reinvestment	712	5,726	3,735
Enterprise Funds			
Aviation	33,578	12,867	30,030
Civic Plaza	2,943	3,497	3,625
Golf	9	3	—
Solid Waste	2,687	1,508	5,565
Wastewater	26,801	15,617	22,976
Water	52,564	63,937	52,389
Community Development			
Block Grants (CDBG)	1,207	1,377	1,967
HOPE Grant	222	3,557	7,786
Federal and State Grants	5,683	4,555	1,446
Total	\$269,427	\$279,128	\$362,851

SCHEDULE 7: INTERFUND TRANSFERS TO THE GENERAL FUND
(In Thousands of Dollars)

	2001-02 Actual	2002-03 Estimate	2003-04 Budget	Increase/ (Decrease)
Enterprise Funds				
Water Funds				
Central Service Cost Allocation	\$ 6,517	\$ 6,751	\$ 7,089	\$ 338
In-Lieu Property Taxes	5,914	6,729	7,677	948
Total	12,431	13,480	14,766	1,286
Wastewater Funds				
Central Service Cost Allocation	2,472	2,423	2,544	121
In-Lieu Property Taxes	5,088	5,329	5,901	572
Total	7,560	7,752	8,445	693
Solid Waste				
Central Service Cost Allocation	4,050	3,866	4,059	193
In-Lieu Property Taxes	593	676	777	101
Total	4,643	4,542	4,836	294
Aviation				
Central Service Cost Allocation	3,605	4,840	5,082	242
Civic Plaza				
Central Service Cost Allocation	2,281	2,052	2,155	103
Golf Courses				
Parks Administration	—	401	235	(166)
Total from Enterprise Funds	\$30,520	\$33,067	\$35,519	\$2,452
Special Revenue Funds and Other Funds				
Transit 2000				
Transfer to City Improvement Fund	809	812	818	6
Sports Facilities				
Central Service Cost Allocation	153	149	156	7
Phoenix Union Parking Maintenance	—	75	75	—
Total	153	224	231	7
Development Services				
Central Service Cost Allocation	3,081	3,584	3,763	179
Public Housing				
In-Lieu Property Taxes	270	262	269	7
Total from Special Revenue Funds	\$ 4,313	\$ 4,882	\$ 5,081	\$ 199

SCHEDULE 7: INTERFUND TRANSFERS TO THE GENERAL FUND (Continued)
(In Thousands of Dollars)

	2001-02 Actual	2002-03 Estimate	2003-04 Budget	Increase/ (Decrease)
Capital and Other Funds				
Industrial Insurance - Driver Training Facility	\$ 156	\$ 5,350	\$ —	(\$5,350)
Total Transfer to the General Fund	\$34,989	\$43,299	\$ 40,600	(\$2,699)
Transfers from General Fund				
Transfer to Sick Leave Payout Trust Fund	(973)	—	—	—
Transfer to Capital Projects Fund	(300)	—	—	—
Transfer of restricted Excise taxes to the appropriate fund				
Neighborhood Protection - Police	(15,964)	(15,541)	(16,313)	(772)
Neighborhood Protection - Block Watch	(1,142)	(1,111)	(1,165)	(54)
Neighborhood Protection - Fire	(5,701)	(5,551)	(5,826)	(275)
Parks and Preserves	(22,805)	(22,201)	(23,304)	(1,103)
Transit 2000	(91,220)	(88,806)	(93,211)	(4,405)
Capital Construction	(18,775)	(18,000)	(18,300)	(300)
Sports Facilities	(12,756)	(12,142)	(12,779)	(637)
Civic Plaza	(37,446)	(36,576)	(38,199)	(1,623)
Total Transfer from the General Fund	(\$207,082)	(\$199,928)	(\$209,097)	(\$9,169)
Net Transfer to/from the General Fund	(\$172,093)	(\$156,629)	(\$168,497)	(\$11,868)

SCHEDULE 8: PERSONNEL SCHEDULE BY DEPARTMENT
Number of Full-Time Equivalent Positions

			Additions / (Reductions)		2003-04 Allowances Ending June 30, 2004
Program	2001-02 Actual	2002-03 Authorized	2002-03	2003-04	Authorized
General Government					
Mayor	18.0	18.0	(3.0)		15.0
City Council	47.0	48.0	(1.0)		47.0
City Manager	7.0	7.0			7.0
Office of Special Assistant City Manager	2.0	2.0			2.0
Office of Deputy City Manager	2.0	2.0			2.0
Office of Deputy City Manager	2.0	2.0			2.0
Office of Deputy City Manager	4.0	4.0			4.0
Office of Deputy City Manager	2.0	2.0			2.0
Office of Deputy City Manager	2.0	2.0			2.0
City Management Support Services	8.0	8.0	(1.0)		7.0
HOPE VI Project	4.0	5.5			5.5
Intergovernmental Programs	6.3	6.3			6.3
Public Information	33.0	33.0	(1.0)		32.0
City Auditor	33.0	34.0	(0.5)		33.5
Equal Opportunity	39.0	40.0	(3.0)		37.0
Personnel	111.4	115.4	(2.0)		113.4
Phoenix Employment Relations Board	2.0	2.0			2.0
Retirement Systems	15.0	15.0			15.0
Law	246.3	248.3	(11.0)		237.3
Information Technology	211.0	214.0	(3.0)	1.0	212.0
City Clerk and Elections	138.2	138.2	(7.0)	1.0	132.2
Finance	287.5	297.5	(1.0)		296.5
Budget and Research	29.0	30.0		(2.0)	28.0
Engineering and Architectural Services	98.1	104.1			104.1
Total General Government	1,347.8	1,378.3	(33.5)	—	1,344.8
Public Safety					
Police	3,745.7	3,774.7	64.0	11.0	3,849.7
Fire	1,662.7	1,729.2	(19.0)	4.0	1,714.2
Emergency Management	1.5	1.5			1.5
Family Advocacy Center	5.0	5.0			5.0
Total Public Safety	5,414.9	5,510.4	45.0	15.0	5,570.4
Criminal Justice					
Municipal Court	391.1	391.1	(18.2)		372.9
Public Defender	7.0	7.6			7.6
Total Criminal Justice	398.1	398.7	(18.2)	—	380.5

SCHEDULE 8: PERSONNEL SCHEDULE BY DEPARTMENT (Continued)
Number of Full-Time Equivalent Positions

Program	2001-02 Actual	2002-03 Authorized	Additions / (Reductions)		2003-04 Allowances Ending June 30, 2004 Authorized
			2002-03	2003-04	
Transportation					
Street Transportation	734.7	753.7	(4.0)		749.7
Aviation	735.7	747.7		12.0	759.7
Public Transit	64.0	64.0	(2.0)		62.0
Total Transportation	1,534.4	1,565.4	(6.0)	12.0	1,571.4
Community Development					
Development Services	374.0	375.0		4.0	379.0
Planning	78.9	78.9	(1.0)		77.9
Business Customer Service Center	3.0	3.0			3.0
Housing	229.3	236.3			236.3
Economic Development	48.0	53.0	(2.0)		51.0
Neighborhood Services	225.0	229.0	(2.0)		227.0
Total Community Development	958.2	975.2	(5.0)	4.0	974.2
Community Enrichment					
Parks and Recreation	1,485.9	1,535.3	(47.1)	18.7	1,506.9
Library	396.6	400.2	(16.4)		383.8
Golf	115.5	115.5	(1.0)		114.5
Human Services	592.7	571.2	(11.8)		559.4
Education and Youth Programs	6.0	5.8			5.8
Historic Preservation	5.0	5.0			5.0
Phoenix Arts Program	12.5	12.5			12.5
International and Sister Cities Program	5.0	5.0			5.0
Civic Plaza Convention and Theatrical Facilities	200.9	201.9		0.5	202.4
Total Community Enrichment	2,820.1	2,852.4	(76.3)	19.2	2,795.3
Environmental Services					
Water Services	1,238.6	1,275.9		26.5	1,302.4
Solid Waste Management	447.0	455.0	(29.0)		426.0
Public Works	503.0	504.0	(8.0)	2.0	498.0
Environmental Programs	15.0	15.0			15.0
Total Environmental Services	2,203.6	2,249.9	(37.0)	28.5	2,241.4
GRAND TOTAL	14,677.1	14,930.3	(131.0)	78.7	14,878.0